

LEVEL 1

The Buddy

- If they like me, they will perform for me.
- Slow to let under performers go.
- Underestimates the potential upside of developmental feedback
- Believes candid feedback would harm the friendship
- Gets uncomfortable when expectations are not met.
- Tends to let things ride versus confronting them.
- Hires based on friendly personalities versus skills and track record.
- Is happy with the status quo; avoids conflict of any kind.

LEVEL 2

The Parent

- When performance falters the parental instinct kicks in.
- Overly protective; a helicopter leader
- Stifles individual learning and shelters reps from any adversity.
- Nothing is done without permission.
- Other family members don't tolerate the failures
- Might tend to hire reps from previous family (company)
- Has blind spots on team member limitations. "My baby isn't ugly".
- May end up doing the job for the rep to avoid letting someone go.
- Shelters reps from adversity. Stifles learning from mistakes.

LEVEL 3

The Boss

- Coddling turns to "My way or the highway"
- Little give and take; coaching dialogues are "tell versus ask".
- Hires reps with a "Yes Sir/Madam!" compliant attitude.
- Performance born of fear rather than passion.
- Creates a culture that discourages initiative.
- People join companies and leave these leaders.
- Uses process to a fault; micromanages every action and decision.
- They devalue individual differences. It's best if everyone uses the same approach to their job.
- May rely on a single profile or type when hiring. Hires in their own image.

LEVEL 4

The Expert Coach

- Has the expertise to provide value.
- Takes training and practice seriously.
- Tailors advice to the individual.
- Like the Boss, they can also fall into the trap of telling.
- Feedback feels more evaluative than developmental.
- Talks 80% of the time and listens just 20%.
- Needs to ask rather than tell.
- When performance fails, it's never the Expert Coach's fault.
- Focuses on correcting deficiencies versus leveraging a player's strengths.

LEVEL 5

The Performance Partner

- The discussion turns from "I" or "You" to "We".
- Leads situationally through inquiry and listening.
- Allows the performer to self diagnose.
- Builds self awareness and self confidence.
- Has followers who are committed, but not compliant.
- Reinforces strengths, but is candid and straightforward.
- Recognizes the value of diverse skills for different jobs.
- Is always sourcing new talent; recruits only the best skilled who fit a diverse culture.
- Builds self-awareness and self-confidence. Develops salespeople who are committed.
- Is consistent in attitude and actions and builds trust.
- Develops a mutual understanding of development through inquiry and listening versus telling.

LEVEL 1

Professional Visitor

- Only has a single point of contact in the account. Knows the customer's kids, but not the customer's boss.
- When the customer contact turns over, so does the account.
- Makes howdy doody calls.
- Rarely has a well-thought-out call objective
- Believes people buy from their friends...problem is, nobody could have that many friends.
- Knowledge of the customer's business needs is minimal. Sells with a shoeshine and a smile.
- Afraid to close; will take an order if it's there.

LEVEL 2

Price Peddler

- They turn their product into a commodity.
- "I can get it for you cheaper and it's just as good"
- Very transaction oriented – success is based on high call activity.
- Customer loyalty is generally short lived.
- Spoils the market with "share grabbing" prices
- Product is a price list.
- Easily loses business to competitors who have a product that costs less.

LEVEL 3

Technical Teller

- Sprays and prays; tells versus sells.
- Believes their job is customer education. Wants the customer to respect their technical expertise.
- Sales approach tend to be a one-wall, no-interactive call.
- Assumes that if they inform the customer of everything they offer, something has to stick.
- Their rambling approach to selling actually creates more objections.
- Too busy telling to take time to close.

LEVEL 4

Product/Service Consultant

- Knows how the customer buys and adjusts their style to the customer's buying style.
- Always has a primary and a secondary call objective.
- First real level of professional selling that goes beyond just features, price, and friendship.
- Asks questions that uncover needs that can be satisfied by the features of their products.
- Probes for problems that are related to the innate characteristics of their product.
- Lacks the bigger picture of needs beyond product. Has a hard time selling value; therefore, gets cost objections.

LEVEL 5

Value Creator

- Establishes high levels of respect and trust with the customer.
- Is invited to the planning table because they are perceived to add value that goes beyond the products they sell.
- Has a long-term business strategy in mind.
- Has in-depth understanding of customer's business and how they make money.
- Asks questions well beyond product features and benefits.
- Employs a questioning strategy to uncover the customer's larger business concerns.
- Has financial knowledge that allows them to present proposals based on return on investment, money saved, or revenues increased.
- Knows the customer's customer as well.
- The focus is more on value rather than cost.